



DEPARTMENT OF THE NAVY
SPACE AND NAVAL WARFARE SYSTEMS COMMAND
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SPAWARINST 1734.1
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18 Sept 2003

SPAWAR INSTRUCTION 1734.1

Subj: MENTOR PROGRAM

Ref: (a) Doc, CNO Guidance for 2003

1. Purpose. To establish guidelines for the mentorship of all Space and Naval Warfare Systems Command (SPAWAR) military service members.

2. Background. The guidance provided by reference (a) highlights the Navy's commitment to develop the personal and professional growth of the individual Sailor. Additionally, it clearly states that every Sailor, regardless of rank or experience, needs mentoring, and every Sailor in a supervisory or leadership position has the personal responsibility to see that the need is fulfilled. This instruction details the process to be used throughout the SPAWAR claimancy to ensure each Sailor receives personal mentorship.

3. Discussion

a. Experience has shown the Navy, its commands and the individual, have reaped the benefits of mentorship since the birth of our service. It has also been demonstrated the best Sailors were and are mentored by the best leaders. A Sailor who receives proper attention, both professionally and personally, has more potential to realize personal goals and is more inclined to remain a Sailor.

b. Conversely, the Sailor who does not realize their personal and professional goals, or who, for whatever reason, did not receive an adequate level of mentorship tends to be an administrative burden and ultimately decides to terminate their naval career. This leaves both the Navy and individual dissatisfied.

c. The relationship between mentor and protégé is primarily one of communication; the former communicating the benefit of his/her experience to the latter, and the latter communicating his/her goals and needs to the former. To be successful, the

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relationship has to be one of trust and respect. The mentor must have an understanding of work-center requirements, and the professional progression path of the protégé. A mentor must also be able to recognize the many unique challenges that may challenge the growth of a protégé.

d. Mentorship carries with it a moral responsibility to the protégé. Mentors must possess the maturity and knowledge to adequately address the concerns and issues of the protégé. To ensure a successful pairing, the selection process must also consider the input from both mentor and protégé. The following guidelines shall apply to ensure the success of the Sailor:

(1) All mentors shall be trained regarding their responsibilities. Each individual will have different levels of mentorship requirements. A Chief Petty Officer (CPO) or Commander for example, will require less frequent mentorship compared to a first-term Sailor who has less than a year of service. The level of training will be assessed and monitored by the responsible Leading Chief Petty Officer (LCPO) based on the experience level of the protégé.

(2) Mentors for newly reporting personnel shall be assigned by the Sailor's LCPO with the intent of addressing the concerns associated with indoctrination and orientation. This assignment will be reviewed after a reasonable period (usually 2-3 months), and any warranted changes will be made at that time.

(3) If the pairing is not productive, either the mentor or the protégé can terminate the association. Selection of a new mentor shall result.

(4) Mentors may be assigned more than one individual at a time; however, care should be taken to ensure the mentor is able to dedicate the appropriate amount of time to each protégé. Younger, more junior Sailors require significantly more personal attention than more senior, seasoned Sailors. LCPOs must take a pro-active role in assigning the proper number of protégés commensurate to the leadership ability of a mentor.

(5) The protégé should have an active role in the selection of his/her mentor.

(6) All Sailors will have a mentor.

4. Action

a. Organizational leaders (Activity, PEO, PMW, Code and Directorate heads as appropriate) are responsible for the mentorship of officers under their purview.

b. The SPAWAR claimancy Command Master Chief is responsible for managing the enlisted mentorship program for COMSPAWAR. Additionally, the claimancy Command Master Chief will act as the mentor for activity Command Master Chiefs/Senior Enlisted Advisors.

c. Activity/Organizational Command Master Chiefs (Senior Enlisted Advisor as appropriate) are responsible for the enlisted mentoring program for their respective activity.

d. Leading Chief Petty Officers in each organization shall ensure that all Sailors in their respective departments have a mentor assigned, and shall continuously monitor the effectiveness of the individual assignments. LCPO responsibilities include:

(1) Assigning a mentor to each newly reporting Sailor considering Rank/Rate, marital status, time in grade, and work center.

(2) Prevention of assignments of more than three junior (E4 and below) Sailors to one mentor. This will ensure the appropriate amount of individual attention to the emerging personal and professional requirements of our most impressionable protégés.

(3) Monitor pairings within their department and make changes, when necessary, in a timely manner.

(4) Report to the Senior Enlisted Advisor regarding effectiveness of the program in their department.

d. Mentors will ensure they are capable of dealing with the demands of their protégés. If unable to address protégés issues or concerns, seek immediate assistance from appropriate mentor or chain of command.

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e. Protégés are entitled to receive appropriate mentorship. If a protégé feels the current mentor cannot adequately address their professional needs and concerns, every effort will be made by the mentor and LCPO to seek an appropriate mentor with the ability and motivation to provide encouragement and support conducive to the development and realization of personal and professional goals.

5. Responsibility. The success of this program depends upon chain-of-command engagement, particularly the CPO community. The CPO has the requisite experience to recognize the needs of our junior Sailors. I thereby hold them accountable for the success of this program. CPOs will document the procedures, successes and failures with managing this program and provide that data to the SPAWAR Command Master Chief to be incorporated into the command-wide program.

/s/
K. D. SLAGHT

Distribution:

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